

APPENDIX P

GUIDELINES FOR THE QUALITY CONTROL INSPECTOR

A. SKILLS NEEDED TO INSPECT

1. A Government Motor Vehicle operator's identification card or license for a light truck or staff car if required by the installation.
2. An inspector must have the ability to:
 - a. Communicate effectively in writing and orally. Every observation requires a record for later evaluation of the carrier or contractor or as information for use by the member/employee or the Government. These reports must be clear, concise, and accurate. Inspectors, because of their direct contact with the member/employee, must be adept at personal property counseling.
 - b. Work effectively under stress. The inspector must arbitrate differences between carrier personnel and member/employee without being intimidated by either party. Decisions must often be made at the scene without coordination with higher authority. These decisions must be made based on broad working knowledge to avoid criticism and delays.
 - c. Prepare reports and other written technical material, including the task of evaluating procedures and suggestions for revision of regulations. Technical material must be correct, including content and grammar. Be fully familiar with automated system to input and retrieve information and forms.
 - d. Work independently and effectively plan day-to-day activities.

B. RESPONSIBILITIES OF THE INSPECTOR

1. Observe, document, and evaluate carrier or contractor performance in moving personal property of Department of Defense personnel and ensure that carriers or contractors comply with service tenders, tariffs, contract specifications, and Government regulations used in handling this property.
2. Resolve controversial procedural problems involving the rights of members/employees and the requirements of carriers or contractors to perform desired services.
3. Advise members/employees on entitlements when questions arise after initial counseling.

C. QUALIFICATIONS OF THE INSPECTOR

1. Experience. Experience as personal property counselors will provide authority and poise in dealing with members/employees of all pay grades.
2. Training. The inspector must be given sufficient training to have a broad understanding of every aspect of the personal property program, including automated systems. Transportation officers (TOs) must consider the applicants' training, education, experience, and growth potential before

placing the person in quality control duties. Applicants must have a transportation background and personal property experience. They must also have developed the communication skills required for counseling and be able to interpret and apply contract specifications and regulations to task requirements.

D. EQUIPMENT NEEDED TO INSPECT

1. **Vehicle.** Vehicles may be military, General Services Administration (GSA), or privately owned vehicle (POV), or from a combination of these if it is advantageous to the Government. Employees for travel within or outside their duty station may use a POV on a reimbursable basis. Mileage rates are stated in the Joint Travel Regulations/Joint Federal Travel Regulations. Travel orders are not necessary. Payment can be certified after the fact using Standard Form 1164, Claim for Reimbursement for Expenditures on Official Business (Figure P-1). Use of a POV can be exclusive, provided the travel budget is so established, or POV can be used with a military or GSA vehicle to meet unforeseen needs such as nonavailability. Establishing a travel budget for other than military vehicles must be justified as advantageous to the Government. Nonavailability of Government vehicles can be used to justify the budget. A POV is the most flexible arrangement. However, the inspector must consent to use his or her POV and may refuse without any inference being drawn. When a POV is used, vehicles do not require maintenance and pooling.
2. **Kit (briefcase).** A briefcase to accommodate working papers, publications, maps, blank forms, magnifying glass, and tape measure is a necessity.
3. **Camera with Flash.** Instant printing cameras will be available for household goods inspectors. Digital cameras may also be used. "A picture is worth a thousand words."
4. **Pager/Cellular Phone.** Bases near metropolitan areas will have access to commercial packet paging systems. If included in the budget, units can be obtained by monthly rental. Pagers have an advantage over telephone call-in procedures from residences of members/employees as telephones are often disconnected when moving. In some cases cellular telephones may be more practical when considering factors such as availability of services, costs, and the size of the area of responsibility. The ability to establish instant communication with the inspector for redispach to locate members/employees during carrier free time on inbound shipments can save storage-in-transit money. Immediate access to the inspector by both the member/employee and the carrier creates a feeling of security in the community.
5. **Badge or Nameplate.** Inspectors will wear badges listing their name and also stating Quality Control Inspector.
6. **Quality Control Inspection Cards.** Providing the member/employee a card containing his or her name and other pertinent information can increase the inspector's professionalism. The reverse side of the card can be used for additional information useful to the member/employee. For example, short moving day tips or reminders of vital actions to be taken by the member/employee. Local reproduction of the card is authorized.
7. **Directives.** The following directives pertain to the duties of the quality control inspector of personal property and will be readily available.
 - a. Department of Defense 4500.9-R, Part IV, Defense Transportation Regulation (DTR) Personal Property.

- b. Service regulations.
- c. Rate solicitations.

E. PREPARING FOR THE INSPECTION

1. Before any inspection, the inspector must determine the property location, the carrier or contractor performing the services, the type of shipment, and the pack and pickup date and time.
2. Calling the carrier agent's dispatcher for an estimate of the pickup or delivery time will ensure that someone is at the residence when it is essential.
3. When the jobs assigned exceed capability, the inspector must decide which jobs will not be inspected. These jobs must be the ones that are the least urgent or involve the most time and expense.

F. CONDUCT OF THE INSPECTOR

1. The Inspector Must Always be Tactful. Laws, rules of regulatory bodies, and economics define carrier services. If the demands of a member/employee exceed the service agreed to by the carrier and the Government, the inspector must support the carrier and counsel the member/employee. Carrier representatives that are inefficient or unfamiliar with contractual requirements will require counseling by the inspector. This is especially important during summer months when the local agent may be using summer hires.
2. Service to Members/Employees. Maximum service to the member/employee must always be uppermost in the mind of the inspector. However, the entitlements established by law and the regulations of the military department concerned cannot be exceeded.
3. Personal Characteristics.
 - a. Carrier Personnel. Each assignment presents a different scene with new people and unusual items to move. After a short while on the job, the carrier personnel, particularly crew leaders, become well known. While the inspector must maintain a distance to assure a professional relationship, this gives the inspector an advantage, if properly pursued. The quality of service provided by the crew on previous jobs reveals their strengths and weaknesses and the attitude of carrier personnel toward the consumer, particularly a complaining one, can be predicted. This situation must be handled carefully by the inspector to avoid giving the impression that the carrier and government representatives are collaborating against the customer; that is, "two on one."
 - b. Members/Employees. Members/employees who are absent on moving day, leaving a spouse who did not attend the counseling session to release the property, must be treated as a potential problem. Members/employees and spouses who disagree or are entertaining friends on pack or pickup days are prone to disagree with the carrier when requested to sign the inventory. Distinguishing traits of character ranging from over concern to disinterest must be recognized early and met with serious counseling if the carrier, the Government, and the member/employee are to be adequately served. Members/employees should arrange to have small children and pets at a different location on moving day to enhance the packout.

- c. **Appearance.** Inspectors arriving on an assignment will look like an inspector and wear a name plate/badge. Inspectors will also carry a laminated picture identification signed by a well-known installation authority for presentation. A military uniform is not always enough to convince dependents that the inspector should be admitted into their quarters. Also, an inspector card will add the professional touch. Sometimes all the obstacles of a door-to-door salesman must be overcome. A civilian inspector will be neatly attired. Contact with carrier personnel on the way in will be confined to greetings.
- d. **How to Proceed.** Ascertain from the member/employee, away from carrier personnel, what is expected that is not being received and treatment of which possessions is causing anxiety. Services that are denied by entitlement limitation or departmental policy can be resolved by skilled recounseling. Those that involve the service of the carrier that appear to be controversial must be discussed with the crew leader out of earshot of the crew and the member/employee. If results of such conversations are positive, everyone can then discuss the matter and come to an understanding.
 - (1) Inability to resolve the difference may result in an immediate elevation of the problem to the TO by either the member/employee or the carrier. When this is imminent, the inspector will relay all the facts and conditions to his/her supervisor and make the proper written report.
 - (2) The most difficult problems for the inspector result from decisions that are based on his/her judgment. Refusal to crate a grandfather clock or a declared high-value antique, denying extra wrapping of furniture items, or information that damages preexisted are unpopular decisions. The inspector must make these decisions to protect the Government.
 - (3) The inspector, however, must be accurate when making reports. The practice of not reporting deficiencies corrected on the spot breeds repetition and defeats the Quality Control Program. Carrier deficiencies are an indication of inadequate training, equipment, supplies, or attitude that must be recorded to enable correction.
- e. **Establishing Communications.** Sometimes the carrier has not arrived to pack or pickup when the inspector arrives and the member/employee is anxious. Well-organized TOs have a customer service procedure that allows the inspector to report these conditions and get communications established between the carrier and the member/employee, if telephones are available. This relieves the inspector for the next assignment. (If telephones are not available in the immediate vicinity and the member/employee is immobile, contact the carrier and report back to the member/employee and try to answer all questions). Sometimes the shipment has been picked up when the inspector arrives and the member/employee has a problem. Copies of customer reports can be provided with counseling for reporting to the destination transportation office.

G. POST-INSPECTION REPORTING

- 1. **Credits for Completing an Inspection.** Regardless of the number of times a shipment may be visited during a pack and pickup or delivery, credit for the inspection must be limited to one. Recording each visit as an inspection will result in more inspections than shipments available to inspect. Any effort that results in contact with the member/employee (or carrier) on which time or resources were expended in collecting sufficient information to make a report can be counted

as an inspection subject to the above. Credit for the inspection will be taken on the pickup/delivery date.

2. Telephone Reporting. A call to the inspector's supervisor at the completion of each inspection, if a toll-free telephone is available, will make it possible to revise priorities and provide for inspection of direct inbound deliveries. This call also makes it possible to establish contact at the next job. Inspectors with pocket pagers or cell phones, however, are always in contact for rearranging priorities.

H. INSPECTION GOAL

1. Monthly, the TO goal for inspection will be 50 percent of household goods, unaccompanied baggage, mobile homes, non-temporary storage, and local drayage shipments by type. Inspection quality will not be sacrificed to meet this goal.

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